

Section 2

Service Specifications

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2.1 INTRODUCTION

A. Overview, purpose or need

The Office of Youth Services (OYS) believes that community is where our youth belong. While community is where hurt, fear, suffering, and trauma may occur; community conversely is where caring, restoration, forgiveness, and healing emerges and is fostered. Deep connections and relationships form the foundation for community, and our state statute, "Aloha Spirit" (HRS 5-7.5), describes how we may consider to exercise the power and life force of the Aloha Spirit on behalf of Hawaii's people: "'Aloha' is the essence of relationships in which each person is important to every other person for collective existence. Aloha means to hear what is not said, to see what cannot be seen and to know the unknowable." Aloha Spirit is a way of life, an attitude, a way of being, that acknowledges the following:

Akahai – meaning kindness (grace), to be expressed with tenderness;
Lokahi – meaning unity (unbroken), to be expressed with harmony;
Oluolu – meaning agreeable (gentle), to be expressed with pleasantness;
Ha'aha'a – meaning humility (empty), to be expressed with modesty;
Ahonui – meaning patience (waiting for the moment), to be expressed with perseverance.

Our youth who are experiencing a lack of Aloha are involved with our juvenile justice system and need to be nourished and connected to healthy healing families and relationships. OYS cannot do this alone, we need community to be involved in multiple ways that truly reflect the intelligence and practical applications of Aloha. We need community to surround our youth with loving, authentic, courageous, strong and compassionate people, services and programs. Kupuna (respected elders), with their wisdom, role modeling, bridge to ancestors, and Aloha presence need to be connected with our youth and families. The resulting outcomes will be youth who are thriving, at peace with themselves and others, hopeful, mindful, and of service to the community.

Aloha is a life-long commitment that supports youth at-risk and their families. It supports their strengths and abilities to be successful in their schools and communities. It brings together a wide variety of stakeholders, parents and family members to strengthen collaboration, embrace wholeness, healing, and an awareness that we are Lokahi (unbroken, unity & harmony). This realization can provide many types of *Aloha* responses that meet the unique talents, needs and abilities of the youth who need our direction and help.

The Department of Human Services (DHS), Office of Youth Services (OYS) is requesting proposals from qualified applicants to provide project-based cultural programs in the community. The objective of this Request for Proposals (RFP) is to award funds to qualified applicants to implement programs, services, and activities that are designed to promote personal growth and development to strengthen cultural identity, academic knowledge and skills, *pono* (*balanced, right*) decision-making, and the ability to contribute to one's self and family, and their communities. Services should incorporate effective cultural values, practices and traditions designed to help youth avoid unproductive behaviors and maintain safe, healthy lifestyles and to promote the reduction of the risk factors and increase protective factors specific to developing and supporting healthy youth within the communities where the program services are to be provided.

Project-based cultural programs are learning environments that immerses the student in their values, heritage, cultures, landscapes, opportunities and experiences. The premise for culturally competent programs and services is the belief that continued learning and practicing of a native language and culture is a fundamental prerequisite for nurturing healthy and responsive citizens and contributes to the growth and harmony of the community. (Native Hawaiian Education Council) Culture is considered a protective factor that helps to promote positive health and an increased sense of self and identity.

One of the key recommendations of the Disproportionate Minority Contact in the Hawaii Juvenile Justice Report (2012) is the development of cultural-based restorative justice alternatives. The people of Hawaii experience cultures rich in values and traditions, yet, are impoverished by socio-economic indicators that lead to high rates of delinquent behaviors and poor educational performances. A renewed focus and emphasis on the importance culture, values, and traditions play in the shaping of thinking, behaviors, and attitudes of each individuals has emerged in the last several years. Using project-based cultural education as a foundation for nurturing culturally healthy and responsive youth and families to contribute to the growth and harmony of the community can affect positive outcomes for youth and ensure their educational competencies and social responsibility.

B. Planning activities conducted in preparation for this RFP

A Request for Information was conducted via the State Procurement Office, Procurement Notices for Solicitation Website. Written comments, suggestions, and other feedback for consideration in the scope of work and RFP requirements were requested by fax, mail or email through the Request for Information process between April 1 thru 8, 2015. No written comments, suggestions, and other feedback were received by the due date. Information and data were also gathered from 1 year of service delivery of the requested service area.

C. Description of the service goals

The OYS is looking for qualified applicants to provide project-based cultural programs, services, and activities that will address the unique needs and issues of our youth. Interested applicants should propose specific programs and services that integrate the principles of *Aloha* and the guiding themes of a culturally responsive learning environment and contribute to the following objectives:

1. To design project-based cultural programs, services, and activities by utilizing the seven guiding themes of the NHEC (as defined in Section 2.4 Scope of Work of this RFP) to address the unique needs and to be responsive to the needs of the youth;
2. To enhance coordination of efforts by formal and informal collaborative agreements that are established and maintained amongst public and private agencies and institutions and individuals, including schools and faith-based organizations located within and/or serving the same community.
3. To promote personal growth and development that serve to strengthen cultural identity and values, *pono* decision-making, and the ability to contribute to one's self and family, and the community, both local and global.
4. To engage in activities and services that will promote further exploration by youth of one's cultural identity and heritage to gain a deeper sense of respect and *aloha* for self.
5. To develop and engage in mentoring opportunities with kupuna (elders) and/or makua (adult) to foster relationships and connections with others.
6. To build on and enhance community resources to provide positive learning and development opportunities for youth;
7. Make contact with youth within a defined region/community and connect them to appropriate resources, services, and activities, justice system or non-justice, both public and private;
8. Deliver project-based educational activities that immerse the youth in their heritage, cultures, landscapes, opportunities and experiences to develop educational competencies and social responsibility of youth. Activities include cultivating the lo'i fields (or taro patches), restoration of cultural sites (land and water), ocean-based activities and other cultural activities and practices.

D. Description of the target population to be served

The target population for the service includes youth ages 10 to 21 years old that are involved, or at high risk for involvement with, the juvenile justice system. This population includes street youth, unsheltered (homeless) youth, out-of-school youth, youth involved with gangs, youth in foster care and group homes, pregnant and parenting teens, gay, lesbian, bisexual, and transgender (GLBT) youth; and/or youth of Marshallese, Micronesian, Samoan, Hawaiian, Filipino and African-American ancestry who may be over-represented within the juvenile justice system.

OYS believes the target population described above shall have opportunities to participate in programs that are the least restrictive and maximizes contact and establishes relationships with youth who are functioning at levels that are considered to be healthy and non-deviant. There is a growing body of research and evidence indicating that grouping youth together that are experiencing similar problems and deviant behaviors may make outcomes worse. Therefore, whenever possible, OYS recommends and supports programs and services that integrates youth from diverse backgrounds and functioning levels to help offset any deviant peer contagion effect that may occur.

E. Geographic coverage of service

The request is for services to be provided on the islands of Hawaii and Kauai. The OYS reserves the right to make awards based on the uniqueness and appropriateness of the proposals in addressing prevention services statewide. Should an inadequate number of responsive and responsible proposals be submitted for a geographic area or should sufficient monies be available, OYS reserves the right to allocate additional funds to those applicants who have submitted acceptable proposals.

F. Probable funding amounts, source, and period of availability

1. **Funding Period:** October 1, 2015 to June 30, 2017

2. **Approximate Total Amount of Funds:**

Island of Hawaii: For FY 2016 up to \$ 75,000.00
For FY 2017 up to \$ 100,000.00

Island of Kauai: For FY 2016 up to \$ 37,500.00
For FY 2017 up to \$ 50,000.00

3. The OYS anticipates funds to be awarded for one 21-month period, subject to the availability and appropriation of funds and the quality of program services. There may be a possibility for an extension of the initial award period for an additional 15-month period should funds becomes available. The award of a

contract and any allowed renewal or extension thereof is subject to allotments to be made by the Director of Finance, State of Hawaii, pursuant to Chapter 37, Hawaii Revised Statutes, and subject to the availability of funds and the quality of program services.

4. There will be multiple awards granted, ranging approximately up to \$50,000.00 and up to \$100,000.00 per award.
5. The OYS reserves the right to make modifications to the scope of services and in the funding amounts that it is unable to anticipate now. There may be modifications made to continue or to improve the services. Additionally, should funding be increased or decreased, the OYS reserves the right to add in additional funds or decrease funds at its discretion.

2.2 CONTRACT MONITORING AND EVALUATION

The criteria by which the performance of the contract will be monitored and evaluated are:

1. Performance/Outcome Measures
2. Output Measures
3. Quality of Care/Quality of Services-Not applicable to this RFP
4. Financial Management
5. Administrative Requirements

2.3 GENERAL REQUIREMENTS

A. Specific qualifications or requirements, including but not limited to licensure or accreditation

The applicant shall comply with the Chapter 103F, HRS, Cost Principles for Purchases of Health and Human Services identified in SPO-H-201, which can be found on the SPO website (see Section 5, POS Proposal Checklist, for the website address).

The general conditions that will be imposed contractually are on the SPO website. Special conditions may also be imposed contractually by the state purchasing agency, as deemed necessary.

The applicant shall maintain insurance acceptable to the State in full force and effect throughout the term of this contract, until the State certifies that the applicant's work has been completed satisfactorily. The policy or policies of insurance maintained by the Contractor shall provide the following limit(s) and coverage:

<u>Type of Coverage</u>	<u>Limits</u>
Commercial General Liability (occurrence form)	\$2,000,000 combined single limit <u>per occurrence</u> for bodily injury and property damage
Automobile	Bodily injury \$1,000,000.00/person \$1,000,000.00/occurrence Property damage \$1,000,000.00/accident
Professional Liability (if applicable)	\$1,000,000.00/claim \$2,000,000.00/annual aggregate

Each insurance policy required by this contract shall contain the following clauses:

1. *"The State of Hawaii is added as an additional insured with respect to operations performed for the State of Hawaii."*
2. *"It is agreed that any insurance maintained by the State of Hawaii shall apply in excess of, and not contribute with, insurance provided by this policy."*

Each insurance policy shall be written by insurance companies licensed to do business in the State or meet Section 431:8-301, HRS, if utilizing an insurance company not licensed by the State of Hawaii.

Automobile liability insurance shall include excess coverage for the applicant's employees who use their own vehicles in the course of their employment.

The applicant agrees to deposit with the State of Hawaii, on or before the effective date of this contract, certificate(s) of insurance necessary to satisfy the State that the insurance provisions of this contract have been complied with and to keep such insurance in effect and the certificate(s) therefore on deposit with the State during the entire term of this contract. Upon request by the State, the applicant shall furnish a copy of the policy or policies.

The applicant shall immediately provide written notice to the contracting department or agency should any of the insurance policies be cancelled, limited in scope, or not be renewed upon expiration.

Failure of the applicant to provide and keep in force such insurance shall be regarded as material default under this contract, entitling the State to exercise any or all of the remedies provided in this contract for a default of the applicant.

The procuring of such required policy or policies of insurance shall not be construed to limit the applicant's liability hereunder nor to fulfill the indemnification provisions and requirements of this contract. Notwithstanding said policy or policies of insurance, the applicant shall be obliged for the full and total amount of any damage, injury, or loss caused by negligence or neglect connected with this contract.

If the applicant is authorized by the Office of Youth Services to subcontract, subcontractor(s) is not excused from the indemnification and/or insurance provisions of this contract. In order to indemnify the State, the Contractor agrees to require its subcontractor(s) to obtain insurance in accordance with the insurance provisions of this contract

B. Secondary purchaser participation
(Refer to HAR §3-143-608)

After-the-fact secondary purchases will be allowed.

Planned secondary purchases

C. Multiple or alternate proposals
(Refer to HAR §3-143-605)

☐ Allowed ☒ Unallowed

D. Single or multiple contracts to be awarded

(Refer to HAR §3-143-206)

☐ Single ☐ Multiple ☒ Single & Multiple

Criteria for multiple awards:

Multiple contracts may be awarded as the OYS deems appropriate to best meet the needs of the State after all proposals are reviewed.

E. Single or multi-term contracts to be awarded

(Refer to HAR §3-149-302)

☐ Single term (2 years or less) ☒ Multi-term (more than 2 years)

Contract terms:

Contract terms: The initial term of the contract shall commence on or after October 1, 2015 and continue through June 30, 2017. Services are not to begin until a Notice to Proceed has been issued by the OYS. There may be a possibility

for extension of the initial award period for an additional 15-month period should funds become available and appropriated. The maximum length of the contract shall be thirty-six months. The conditions for extension must be in writing and any extension must be executed prior to the expiration of the initial term of the contract and any subsequent extension. The award of a contract and any allowed renewal or extension thereof is subject to allotments to be made by the Director of Finance, State of Hawaii, pursuant to Chapter 37, Hawaii Revised Statutes, and subject to the availability of funds and the quality of program services.

F. RFP contact person

The individual listed below is the sole point of contact from the date of release of this RFP until the selection of the successful provider(s). Written questions should be submitted to the RFP contact person and received by the day and time specified in Section 1, paragraph I (Procurement Timetable) of this RFP.

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2.4 SCOPE OF WORK

The scope of work encompasses the following tasks and responsibilities:

A. Service Activities

(Minimum and/or mandatory tasks and responsibilities)

The goal of the project-based cultural program is to promote personal growth and development to strengthen cultural identity, academic knowledge and skills, *pono* (*balanced, right*) decision-making, and the ability to contribute to one's self and family, and their communities. The expected outcomes are:

1. To enhance family relationships
2. To increase relationships with peers and other adults.
3. To reduce risky behaviors
4. To increase connectedness with community
5. To increase cultural awareness and appreciation

The Native Hawaiian Education Council (NHEC) has developed seven guiding themes for culturally responsive learning environments and is being adopted by the OYS as a framework for addressing youth issues to ensure youth have the opportunity to develop social, emotional, cognitive, behavioral and moral competencies and resiliency to enable them to achieve a successful transition to young adulthood:

1. *'Ike Pilina* (Value of Relationship) enriching relationships between youth, family, people, places and things that influence their lives through experiences, their ancestors, culture, and traditions.
2. *'Ike MauiLāhui* (Value of Cultural Identity) strengthening and sustaining cultural identity through practices that support learning, understanding, behaviors, and spiritual connections through the use of language, culture, history, traditions and values.
3. *'Ike Kuana 'Ike* (Value of Cultural Perspective) increasing global understanding by broadening the views and vantage points that promotes contributions to local and global communities.
4. *'Ike Na'auao* (Value of Intellect) instilling and fostering a lifelong desire to seek knowledge and wisdom, through the traditions and stories of our elders.
5. *'Ike Ho'okō* (Value of Applied Achievement) developing multiple cultural pathways for achieving success in pursuing learning excellence.

6. *'Ike Piko'u* (Value of Personal Identity) promoting personal growth, development and self-worth to support a greater sense of belonging, compassion and service toward one's self, family and community.
7. *'Ike Honua* (Value of Place) developing a strong understanding of place, and appreciation of the environment and the world at large, and the delicate balance necessary to maintain it for generations to come.

The OYS is looking for qualified applicants to provide project-based cultural programs in the community. Services should incorporate the principles of *Aloha* and the seven guiding themes, cultural values, practices and traditions designed to help youth avoid unproductive behaviors and maintain safe, healthy lifestyles and to promote the reduction of the risk factors and increase protective factors specific to developing and supporting healthy youth and their families within the communities where the program services are to be.

Priority will be given to proposed programs, services, and activities that reflect these principles and guiding themes for culturally responsive project-based programs and activities. The premise is that all youth are valuable and worthwhile and should be supported to reach their full potential. The focus should be on youth in the context of families and specific communities; therefore, services provided should:

1. Enrich relationships between youth, family, people places and things that influence their lives through experiences, their ancestors, culture and traditions;
2. Strengthen and sustain cultural identity through practices that support learning, understanding, behaviors, and spiritual connections through the use of language, culture, history, traditions, and values;
3. Involve young people in their communities to increase understanding by broadening the views and vantage points that promote contribution and social responsibility to local and global communities ;
4. Involve the community in expanding life options for youth by instilling and fostering lifelong desire to seek knowledge and wisdom, through the traditions and stories of our elders;
5. Provide youth development activities that enhance self-esteem and promote personal growth and development to support a greater sense of belonging, compassion and service towards one's self, family and community; and
6. Develop a strong understanding of place, and appreciation of the environment and the world at large, and the delicate balance necessary to maintain it for generations to come.

Additionally, a trauma-informed care approach shall be incorporated in the service delivery for youth at-risk. Studies have indicated the high prevalence of histories of trauma among youth who are placed in out-of-home care and/or involved with the juvenile justice system. It is estimated that between 75-93 percent of youth entering the juvenile justice system annually have experienced some degree of traumatic victimization. It is vital that intervention services addressing youth problem behaviors be designed to work effectively with youth with histories of trauma, recognizing the presence of trauma symptoms and acknowledging the role that trauma has played in their coping behaviors.

1. Specific Program Activities.

The applicant shall directly or through subcontracts provide programs, services and activities that reflect the principles of *Aloha* and the seven guiding themes for culturally responsive project-based programs and activities and promote personal growth and development to strengthen cultural identity, academic knowledge and skills, *pono* decision-making, and the ability to contribute to one's self and family, and their communities.

The program activities include:

a. Make contact with and engage at-risk youth and their families.

- 1) Accept youth into the program, recording relevant (demographic) information for data collection, tracking and follow up support purposes. Determine appropriateness of the program for the youth who may be referred to the program. Assess youth and family strengths, competencies, and needs to determine and plan appropriate program activities.
- 2) Engage, motivate, and empower the youth and family to strengthen their support systems and enhance their capacity to resolve their problems and to mediate crisis, and to act on their own behalf.
- 3) Assist youth in identifying goals and objectives and develop milestones, activities and methods to assist youth achieve established goals.

b. Connect at-risk youth to existing resources and services.

- 1) Establish a collaborative and integrated approach with other community resources to serve the youth targeted by this service through formal agreements, sub-contractual arrangements,

memorandum of agreement, and/or letters of agreement with other agencies and/or community groups.

- 2) Make successful connections between youth and family and appropriate (continuum of care) services and resources in the community.
- 3) Advocate on the youth or family's behalf to secure resources necessary to achieve their goals.

c. Provide responsive services, activities, and programs.

- 1) Utilize the NHEC's seven guiding themes for culturally responsive learning environment and integrate the principles and values of *Aloha* as a framework in the design and implementation of services, activities, and programs for youth that will have positive outcomes for youth and support them in developing competencies and social responsibility.
- 2) Provide services that reflect the culture, ethnicity, and identity of the program participants and are delivered within contexts that promote an understanding and appreciation of the ethnic and cultural diversity of the community and provide youth with opportunities to develop an understanding of self and one's culture and a sense of identity and belonging and promote the development of competencies in youth.
- 3) Include Kupuna (respected elders) in the program implementation. Kupuna can play an important part in service delivery as authentic role models and mentors; bridges between the past and present; storytellers; and keepers of traditional wisdom and knowledge.

Specifically address the areas of social well-being, knowledge, reasoning and creativity, vocational preparation, and social responsibility through activity types described below:

- a) **Family Strengthening** activities that allow youth and families to engage with each other to strengthen their relationship and bond and increase their love for one another.
- b) **Youth Leadership** activities that allow youth to experience leadership, group dynamics and problem solving opportunities such as youth advisory boards, youth council, and youth representatives on community collaboration efforts.

- c) **Educational Development** activities such as tutoring, alternative education, and/or peer tutoring that promote academic improvement, coursework completion and high school graduation to prepare youth for higher level academic and/or vocational education. Connect and collaborate with schools to address needs of youth.
- d) **Community Service and Service Learning** programs to engage youth and provide them with significant roles in planning and implementing activities, as well as opportunities to contribute to the organization and the community.
- e) **Mentoring and Intergenerational** programs that provide youth with opportunities to be involved with adults and *kupuna* in meaningful interactions and quality relationships that are consistent and that provide approval for pro-social behaviors and sanctions for antisocial behaviors.

2. **Assessment of Need and Readiness.**

Applicants must make an assessment of needs and community readiness for the proposed services. Applicants should identify and justify the need for prevention programs and services within the community that they anticipate serving. A comprehensive needs assessment shall include information from reliable data sources, identified risk and protective factors, reports, studies, and strategic plans or planning efforts that substantiate the needs of the target group(s) and community that the proposed services are intended to address and:

- a. Engage community members to actively participate in identifying and prioritizing needs and services offered to ensure the appropriateness and comprehensiveness of services for the targeted youth.
- b. Collaborate and cooperate with other agencies within the community, especially the schools, non-profit youth serving organizations and faith communities to plan and implement programs for the targeted youth to assure youth have access to resources and services and to effectively meet their needs.

The assessment should include the rate of drug use, delinquency, teen pregnancy, or other risky behaviors prevalent for youth of the identified community or geographic area. Applicants should also provide information and documentation of the community “readiness” to actively address positive youth development, as well as to actively support the implementation of the proposed services.

3. Implementation of Effective Practices.

Priority will be given to applicants proposing to implement strategies that have shown effective in reducing risky and delinquent behaviors and promoting positive youth development. Effective programs incorporate the following characteristics and strategies:

- a. Enrich relationships between youth, family, people places and things that influence their lives through experiences, their ancestors, culture and traditions;
- b. Strengthen and sustain cultural identity through practices that support learning, understanding, behaviors, and spiritual connections through the use of language, culture, history, traditions, and values;
- c. Involve young people in their communities to increase understanding by broadening the views and vantage points that promote contribution and social responsibility to local and global communities;
- d. Involve the community in expanding life options for youth by instilling and fostering lifelong desire to seek knowledge and wisdom, through the traditions and stories of our elders;
- e. Provide youth development activities that enhance self-esteem and promote personal growth and development to support a greater sense of belonging, compassion and service towards one's self, family and community; and,
- f. Develop a strong understanding of place, and appreciation of the environment and the world at large, and the delicate balance necessary to maintain it for generations to come.

4. Program Design and Evaluation.

The description of the design, implementation, and evaluation of the proposed services should include, but not be limited to:

- a. The process the applicant has utilized or will utilize to identify youth development program models/curricula that are research-based and that are effective in addressing the needs of youth and families in its community within the context of the guiding themes outlined previously;
- b. The plans to train current agency staff to provide prevention services;

- c. The means and process for identifying, engaging, and enrolling youth and families for services and maintaining their participation;
- d. The means by which the agency will assess the impact of the services on program participants; and
- e. The process the agency will undertake for design changes to refine programs to ensure that the needs of youth and families are effectively addressed

5. Coordination and Linkages.

Coordination and cooperation across agency programs as well as, amongst agencies within the community to plan and implement programs for youth is essential to ensure youth have access to resources and services to more effectively meet their needs. Applicants should describe how the proposed services are coordinated by addressing the following:

- a. The incorporation of youth development services into the current range of programs offered by the agency;
- b. The existing and past activities that demonstrate the applicant's capacity for working with other agencies and resources to provide effective prevention services in the community or geographic area identified for services; and
- c. The coordinated efforts planned with specific agencies, including but not limited to Hawaii Department of Education, Community Health Centers, Department of Health, and other public and private organizations in the community which are addressing issues related to healthy youth development and specific to the delivery of the proposed services.

6. Transportation

Additionally, transportation of youth and their families to and from service sites must be addressed if it poses a barrier to service delivery. Applicants are expected to include anticipated cost for transportation in their cost proposal to the State.

B. Management Requirements (Minimum and/or mandatory requirements)

1. Personnel

- a. The Applicant shall maintain a plan for recruitment and retention of staff, and maintain staffing level ratios that specifically addresses handling of vacancies and absences.
- b. The Applicant shall detail the Applicant's staff pre-service and in-service training plan with scheduled completion dates and training topics. The training plan shall identify who will provide training and their qualifications.
- c. The Applicant shall ensure that employees do not have a criminal history or background that poses a risk to youth. The Applicant shall conduct employment and reference checks on all employment Applicants. In addition, prior to providing direct services to youth, criminal history record checks (State and FBI Criminal History Check, Sex Offender Registry, and the Child Abuse and Neglect Registry Clearance) shall be conducted, as allowed by statutes or rules, for any person who is employed or volunteers in an position that necessitates close proximity to children or adolescents. Documentation of criminal history record checks shall be maintained in the employee or volunteer's personnel file and shall be available for review. Criminal history record checks, except for the FBI fingerprint check, shall be conducted annually.
- d. The Applicant shall develop policies that describe the grounds and circumstances for denial of employment or termination of current employees who have been found to have convictions or pending charges upon completion of any criminal history check or other investigation.
- e. The program staff shall have appropriate qualifications and necessary training to provide the propose services and activities and demonstrate knowledge, capacity, skills and experience in working with the target population, and be knowledgeable of positive youth development philosophy and strategies.
- f. The Applicant shall have written personnel policies covering selection of staff, salaries, fringe benefits, leaves, job descriptions, and minimum qualifications of each position. Staff salaries shall be sufficiently competitive to recruit and retain qualified staff.

2. Administrative

- a. The Applicant is required to meet with the State upon execution of the contract to discuss all aspects of the program.
- b. The Applicant is required to maintain detailed records of youth, program activities, and personnel in addition to maintaining an accounting system and financial records to accurately account for funds awarded. Funds shall be budgeted and expended in accordance with applicable State and/or Federal cost principles.
- c. The Applicant shall also be required to comply with applicable provisions and mandates of the Health Insurance Portability and Accountability Act (HIPAA) of 1996. The HIPAA regulates how individually identifiable health (medical and mental health) information is handled to ensure confidentiality.
- d. The OYS reserves the right to make modifications to the scope of the services and in the funding amounts that it is currently unable to anticipate. There may be unique circumstances, not limited to directives and decrees from State and Federal agencies, that require these modifications be made to continue or improve services. Additionally should funding be increased or decreased, the OYS reserves the right to add in additional or decrease funds at its discretion.
- e. The Applicant shall not utilize youth for any agency solicitation or political campaign purposes.
- f. The Applicant may not charge youth and/or their families more than a token amount for program services.
- g. Subcontracting arrangements may be allowed if the Applicant is unable to provide components of the requested services directly. All subcontracts must follow the pricing structure and all other requirements of this RFP.
- h. Memoranda of Agreements and working agreements with other agencies for services resulting from awards and contracts of this RFP shall be submitted to the OYS for review for appropriateness and relevancy.
- i. The successful Applicant will be required to enter into a formal written Contract with the Office of Youth Services in accordance with the laws, rules and regulations of the State of Hawaii. The RFP and Applicant's proposal shall be incorporated in the Contract by reference.

The stated requirements appearing elsewhere in this RFP shall become part of the terms and conditions of the resulting Contract. Any deviations

thereof must be specifically defined by the Applicant in its proposal which, if successful, will become part of the Contract.

The funds available for this project are limited. The OYS reserves the rights to contract for only those services which appear to be in the best interests of the OYS.

Upon award, the OYS will forward the formal Contract to the successful Applicant for execution. The Contract shall be signed by the successful Applicant and returned, together with required insurance documents (including indemnification), and other supporting documents, within ten (10) calendar days after receipt by the Applicant, or within such further time as the Executive Director may allow.

No such Contract shall be binding upon the OYS until the Contract has been fully and properly executed by all the parties thereto and the State Comptroller has, in accordance with Section 103-39, Hawaii Revised Statutes, endorsed thereon his certificate that there is an appropriation or balance of an appropriation over and above all outstanding contracts, sufficient to cover the amount required by the Contract during the fiscal year. Further, the Contract shall not be considered to be fully executed until the Department of the Attorney General of the State of Hawaii has approved the Contract as to form.

The OYS reserves the right to cancel the Contract without cause and to request new proposals for the work.

- j. No Supplementary Agreement shall be binding upon the OYS until the Agreement has been fully and properly executed by all parties thereto prior to the start date of Agreement. The PROVIDER shall not provide any services until the Agreement is fully and properly executed and a Notice to Proceed has been issued.

Any work performed by the successful Applicant prior to receipt of a Notice to Proceed shall be at the Applicant's own risk and expense. The State of Hawaii and the OYS are not and will not be liable for any work, contract costs, expenses, loss of profits or damages whatsoever incurred by the successful Applicant prior to the receipt of a Notice to Proceed.

The Provider is responsible to purchase or lease, with available funding, all the necessary supplies and equipment needed to perform the services. Prior approval must be obtained from the OYS for the initial purchase of equipment, furniture, supplies, etc. which are required for this Contract. Subsequent purchases of equipment above \$250 (that has a useful life of more than one year) shall require prior approval.

3. **Quality assurance and evaluation specifications**

- a. All contracts shall be monitored by the OYS in accordance with requirements set forth by Chapter 103F, Hawaii Revised Statutes. Contract monitoring shall include but may not be limited to:
 - 1) The review of amendments and approvals, deemed appropriate by the OYS, of the contract's program items, especially the outcomes plan, the performance targets and milestones, the assurance of collaboration, quarterly program reports, and other documents submitted to the OYS.
 - 2) Periodic site visits, scheduled and unscheduled, with comprehensive written evaluation of the major program service areas, such as:
 - i. Staff qualification, organization, and effectiveness.
 - ii. Outcomes planning, implementation, and evaluation.
 - iii. Collaboration (Informal and formal agreements and subcontracts).
 - iv. File maintenance and record keeping.
 - v. Facility accessibility, suitability, and safety.
 - vi. Transportation and other liability issues.
 - vii. Consumer satisfaction.
 - 3) The Applicant shall allow the OYS access to all materials, files, and documents relating to the provision of services. In addition, the OYS may, at its discretion, observe individual, group, and educational sessions conducted by the Applicant.
- b. The Applicant must maintain for the term of the contract the system of evaluation developed by the OYS, including the use of evaluation tools and reporting forms. In addition, the Applicant must take corrective actions the OYS deems necessary in light of the evaluation data.

4. **Output and performance/outcome measurements**

The Applicant shall submit a Performance Plan utilizing the outcomes framework, through the completion of OYS Form 4-1 which is attached to this RFP. To assist the Applicant in completing Form 4-1, A Crash Course in the Outcomes Framework (August 2003) is also attached.

- a. An **Outcomes Framework** (outcomes, performance targets, and milestones) will be used for monitoring and results reporting. The Outcomes Framework (OF) for this service will focus on specific achievements and specific changes in youth and family conditions, skills, attitudes, and/or behaviors.

- 1) ***Performance targets describe the anticipated change in program participants*** that occurs as a consequence of the service provided. The performance target ***does not*** reflect the actions or behaviors of the agency or the staff in the delivery of the program services. In response to the RFP, applicants must propose and commit to performance targets directly related to the initiatives described in this RFP.
 - 2) ***Milestones describe the sequential actions made by the program participants to indicate they are successfully progressing toward achieving the performance target.*** Applicants should identify the milestones that will most effectively communicate (track and report) the success of program participants and at the same time can be efficiently documented on an ongoing basis.
 - 3) The successful achievement of milestones and performance targets should be verifiable by direct and indirect measures, observable events or behaviors, or indicators identified by the applicant.
- b. Within this OF, applicants must:
- 1) Base program activities on an assessment of objective data about the relevant risk and protective factors for the target population and communities the applicants propose to service.
 - 2) Design and implement programs and activities for youth based on research or evaluation that provides evidence that the programs used impact knowledge, behavior and/or competencies of the youth involved or contribute to preventing/reducing risk factors and establishing/ strengthening protective factors related to healthy youth development.
 - 3) Commit to the performance targets finalized with the OYS as part of the applicants' contractual responsibility and track and report progress through a standard outcomes reporting format and meet periodically with the OYS to review progress and results and to make necessary modifications and corrections.
 - 4) Evaluate programs to assess programs' ability to impact elements of youth development and the desired outcomes. Applicants must also assess progress toward achieving the proposed outcomes, performance targets, and milestones. Furthermore, such evaluation shall be used to improve and strengthen the programs, to revise timelines, to refine the performance targets and milestones, and to make informed decisions regarding future program directions.

- 5) Use appropriate computer hardware and Microsoft software to record, monitor, and report various data.
- c. Applicants should propose up to three (3) performance targets, including numeric projections of achievement as the number of or percent of program participants that will demonstrate an increase or reduction related to achievements made as a result of program participation.
- d. In order to facilitate the implementation of the OF and enhanced services, the OYS will:
 - 1) Provide technical assistance in developing and refining outcomes, performance targets, and milestones during the term of the contract.
 - 2) Provide technical assistance in using hardware and software to evaluate the progress of the programs.

5. Experience

Applicants shall have a minimum of three (3) years' experience designing, implementing, managing, and/or evaluating youth development programs or conducting activities related to those proposed in response to this RFP.

6. Coordination of services

Funded programs shall coordinate with related Federal, State, school, and community efforts and resources to foster interactions and environments that promote positive youth development and healthy behaviors for youth.

7. Reporting requirements for program and fiscal data

Contracts are programmatically and fiscally monitored by the OYS. Monitoring includes the review of program reports and services; budgets and revisions (as approved by the OYS); invoices and expenditure reports; and any issues applicable to services provided. Monitoring will take place at a variety of locations including the Applicant's administrative office and the site(s) of service delivery.

Timely program reports as specified by the OYS will be due quarterly and at the end of each budget period.

A monthly invoice for operational costs shall be prepared and submitted to the OYS by the 10th of each month in accordance with the agreed upon Compensation and Payment Schedule. Additionally, the PROVIDER shall submit a final invoice upon termination of the contract.

C. Facilities

Applicants shall assure the adequacy of the facilities that will be used to conduct the proposed service to ensure the safety and well-being of the target population and conformance with Americans with Disabilities Act building requirements.

2.5 COMPENSATION AND METHOD OF PAYMENT

Cost Reimbursement

The OYS shall consider cost proposals on a cost reimbursement pricing structure. The cost reimbursement pricing structure reflects a purchase arrangement in which the purchasing agency pays the provider for budgeted agreed-upon costs that are actually incurred in delivering the services specified in the contract, up to a stated maximum obligation. Additionally, the provider shall meet at least 80% of agreed upon number of youth at-risk to be served in order to receive full payment. If the provider does not meet the 80% threshold, payments may be reduced by up to 5%.

Payments shall be made monthly upon submission of an original invoice reflecting the cost of services provided during a specific month.

All budget forms, instructions and samples are located on the SPO website (see the Proposal Application Checklist in Section 5 for website address). The following budget form(s) shall be submitted with the Proposal Application:

SPO-H-205 Budget
SPO-H-206A Personnel - Salaries & Wages
SPO-H-206B Personnel - Payroll Taxes and Fringe Benefits
SPO-H-206C Travel - Inter-Island*
SPO-H-206D Travel - Out-of-State*
SPO-H-206E Contractual Services-Administration
SPO-H-206F Contractual Services-Subcontracts
SPO-H-206G Depreciation
SPO-H-206H Program Activities
SPO-H-206I Equipment Purchases*
SPO-H-206J Motor Vehicle

*Expenditures require justification and prior approval.

If any one of the above forms is not applicable, please note as "N/A" on the form.